Silver Flag Exercise Site

Integrity - Service - Excellen ce

Cultural Awareness and Negotiations



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Overview

- Cultural Awareness
- Negotiations

<u>Referenc</u>

<u>es</u>

- Airman's Manual AFMAN 10-100, 1 June 2004
 - Pages 7 and 8
- https://www.auab.centaf.af.mil/



Culture Shock

THE 4 PHASES

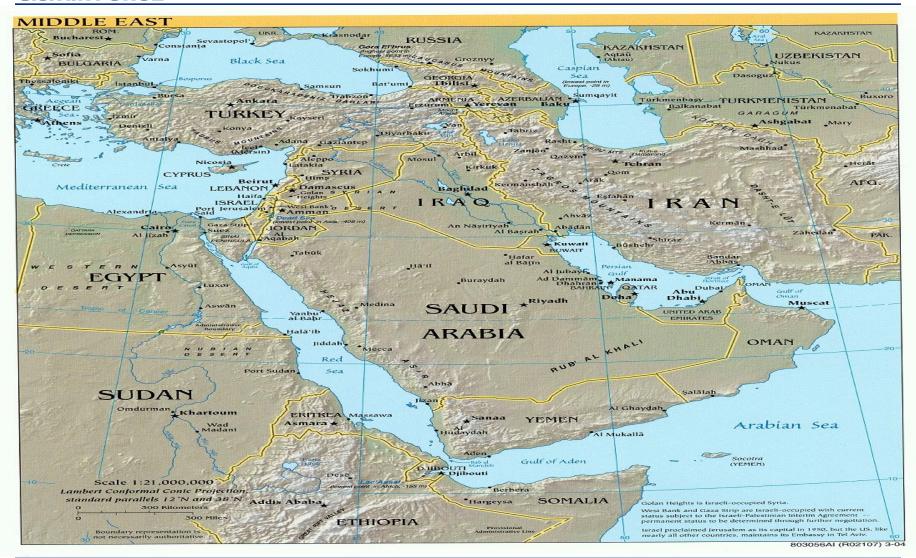
- HONEYMOON PHASE
 - Exciting, Motivated
- STRESS AND ADAPTATION
 - Realization, Homesick, Depression
- ACCEPTANCE
 - Understanding and Bonding, Buy In
- MATURITY
 - Experienced, Comfortable, Get Ready to Go Home

..... then comes "REVERSE CULTURE SHOCK"



The Middle East

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Middle East Cultural Insights

- Elastic concept of time patience required
- Balance personal/professional relationships are critical
 - Casual, establish rapport (be yourself!)
 - Business, "professional relationships"
- Always maintain your honor reputation; integrity
- A "yes" response may not mean agreement or commitment to action (capabilities)
- Be careful about when and how you say "no"
- Be aware of body language, maintain eye contact
- Impact of Religious holiday's and fasting periods
- Holy Day: Friday (equivalent to our Sunday)
- Muslims punctuate their conversations with "In Shala"

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- Do treat your counterpart as you wish to be treated
 - "The Golden Rule"
- Do be assertive when necessary
- Do be on time but not early; don't just 'show up'
- Do greet males with a handshake; it may be a weak one
- Do be patient and polite; compliment and praise
- Do seek their opinion; insight to industry practices
- Do try to use the language, even the basics will open doors
- Do stand when a guest or counterpart enters a office/room
- Do try food or drink if offered
- Do accompanyi ayguestr to the door when they



One Team ... One Fight





Cultural Tips

- Don't move away if an Arab "invades your space"
- Don't act arrogantly or lose your temper; embarrass
- Don't shake an Arab women's hand; unless initiated
- Don't pat a person on the head or ask to uncover headdress
- Don't blatantly show the bottoms of your feet
- Don't bring a big entourage into a persons house
- Don't argue; exercise tact when pointing out concerns
- Don't use the left hand to eat or offer food
- Don't ask personal questions about female family
- Don't slouch when sitting
- Don't use the "A-Okay" or "Thumbs Up" gestures
- Don't try, to converts comeane to your religion



Middle East Attire



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Middle East Attire (cont.)



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Middle East Attire (cont.)





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Questions on Cultural Awareness?



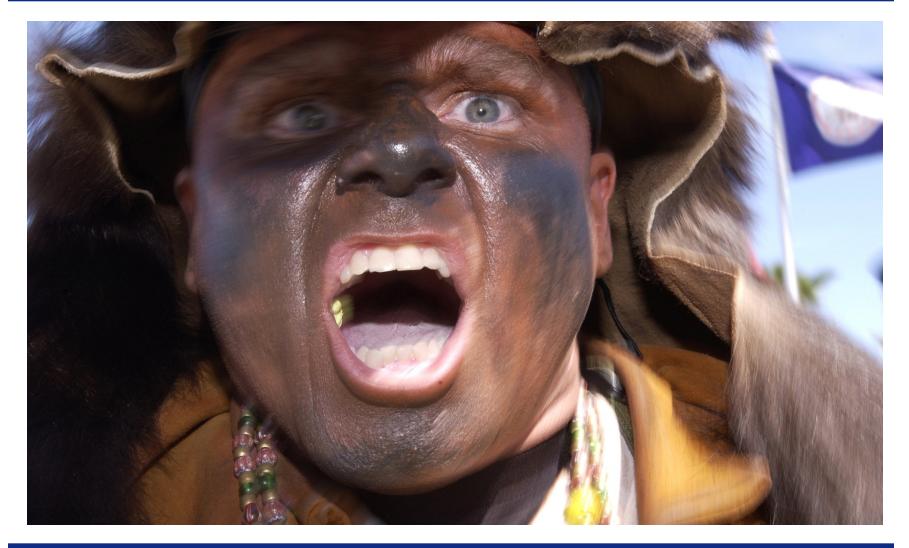
Let's Talk Negotiations



- Preparation is key to successful negotiation
 - What am I negotiating?
 - What are my limits? (Funding, etc.)
 - Is this going to meet my customers needs?
 - Consider what you are asking for ... realistic goals?
 - Avoid strong-arm tactics
 - Remember Win-Win
 - Document going in and outcomes, Pricing Memos
 - Motivate yourself
- If you host the negotiation:
 - Ensure facility appearance is professional
 - Sanitize the negotiation location (no operational graphics, etc.)
 - Plan ទុក្កុខ្មស្នៃរុទាកុថ្ង drinks_{vice} Excellence



This Isn't Going To Work



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Interpreter Expectations

- Prior to the negotiation;
 - Prepare the Interpreter
 - Ensure he/she understands the intentions
- Presents a professional appearance
- Speaks in first person
 - Translate your message word for word
 - Uses same tone and inflection you use
- Speaks for approximately the same length of time as you
 - Speak succinctly and simply (You AND the Interpreter)
- Understands military jargon and can translate
- Is prepared, knows the general subjects / topics
- **Look at your counter-part, not at the interpreter or** off in space ** **Excellence**



Actions at the Table

- Take the lead, make introductions if necessary
- Don't agree to any first offer at the table
- Don't lie, bluff, make threats or promises
- Avoid discussion of politics, religion, or 'policy'
- Maintain the agenda; Keep your goal at the forefront
- Avoid excessive side-bar conversations
- Don't tell jokes they do not translate well
- Don't rush off to the next meeting ... make them feel
- "this" meeting is the most important event in your day
- Ensure all parties clearly understand
 requirements/taskers_{Service} Excellence



Post Negotiation Recap

- A CCO's credibility is directly linked to the followthrough
 - on agreements made at the table
- Follow-Up
 - Complete taskers; Yours and customers
 - Address questions timely from vendor
 - Outstanding issues cleared up
- Debrief results to leadership; provide status
 - Recommended next steps
 - Agreed upon pricing
 - Results and recommendations
 - Anticipated Award and/or Performance Date



Summary / Questions?

★ الله ★ أكبر★

- Cultural Awareness
 - Shock / Insights / Recommendations / Tips
- Negotiations
 - Rehearsal / Interpreter Expectation